

Heritage Lottery Fund

CONSERVATION MANAGEMENT PLANS

A guide.

- 1 Why are plans useful?
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Sources

*Note: more detailed guidance will be provided in **the Brief for Writing or Commissioning a Plan** and the **Checklists** for different types of heritage asset. These will be published in a separate leaflet and on the web.*

1 WHY ARE PLANS USEFUL?

Introduction

This booklet is designed to help you prepare or commission a conservation management plan (or statement).

It is aimed at anyone responsible for the care of a heritage asset - whether an owner, curator, tenant, manager, or member of a larger organisation who care for the site.

Note: 'Site' or 'Asset' in this guidance can mean any type of heritage asset, whether a building, landscape, collection or buried remains. It includes archaeology, ecology, architecture, gardens, countryside, affefacts, interiors or archives.

Sustaining Heritage Assets

The HLF is committed to sustaining heritage assets. For us, this means handing on what we value to future generations. Of course this does not mean fossilising places, but it does mean managing change carefully so as not to damage what is special. Conservation management plans are simply a tool for achieving this. They help you as a manager to care for what may be a very complex asset, and they reassure us that our money will benefit the heritage for future generations.

What is a Conservation Management Plan?

A Conservation Management Plan is simply a document which explains why a place is significant and how you will sustain that significance in any new use, alteration, repair or management.

A conservation management plan is a document which sets out the significance of a heritage asset, and how that significance will be retained in any future use, management, alteration or repair.

It is based on a very simple thinking process which starts with describing what is there, why it matters, what is happening to it and the principles by which you will manage it and *then* sets more detailed work programmes for maintenance, management, access, use or other issues.

A plan helps you care for a site by making sure you understand what matters and why BEFORE you take major decisions.

The approach can be used for any type of heritage asset, site or place.

Isn't this an ordinary management plan?

The plans we ask for differ from traditional management plans because they are explicitly driven by **significance**, and how that will be managed.

They also take a holistic approach to a site. This means that they are particularly useful for sites with more than one type of asset or value, for example:

- new building in a heritage setting
- a habitat, landscape or open space, with recreation and heritage
- a museum or archive in a historic building
- an urban area with different values
- a complex building or institution with heritage assets, such as a cashed
- or university
- a historic building or monument in its wider urban or rural context
- an industrial structure (such as a ship or piece of machinery) in an urb~
- dockside or landscape setting

A plan is vital in helping to design a new building in a heritage setting.

Often complex sites will already have plans, but they might only relate to one type of heritage -for example a countryside or collections management plan, a conservation

area appraisals or a garden restoration plan. A single conservation management plan brings them all together .

Why does HLF ask for a plan?

HLF is responsible for allocating public funding for the heritage. We need to be sure that that money will benefit important but fragile places and not damage them. We also need to be reassured of your long-term commitment for caring for the site after any new works are complete. A written plan helps both of us to be clear about what is important, and what you will do to care for the site in the long term. It ensures that our funding is not at risk, and that there is a degree of continuity in caring for the site.

We also ask for a plan because we are looking for a holistic approach to heritage. Many heritage assets are extremely complex. They may include buildings, landscapes, collections, countryside, ecology, buried remains or community assets, and often all of these. Managing such a diverse place can be hugely challenging, especially when some of these values may be at odds with each other. A single plan provides a strategic overview.

When will HLF ask for a plan?

Any site can benefit from a conservation management plan.

However, we will ask for plans to accompany *all* applications for projects

- seeking grants of over £1 million to conserve or enhance heritage
- involving semi-natural habitats, designed landscapes, historic parks and gardens or public parks

We may also ask you to prepare a plan if you are making an application for major works which could have a considerable impact on a heritage asset, or might put the significance of the asset at risk.

For smaller projects or less complex assets we would recommend that you prepare a conservation statement.

If you do not fall into one of these categories, but would still like to prepare a plan, you can apply to us for a project planning grant to do so.

NB: Why not prepare a rapid Conservation Statement - even if you are not formally required to prepare a full plan? It can be a good way of bringing stakeholders together and reducing risk.

2 WHAT DOES A PLAN INVOLVE?

The importance of the process

The process of preparing a conservation management plan involves bringing people together and organising information. There are eight basic steps in the process, which are:

1. Decide why a plan is needed and how it will be used.
2. Identify stakeholders
3. Understand the site
4. Assess significance (including all the different values)
5. Explore issues, including how significance is vulnerable
6. Set policy aims and objectives
7. Implement it - use the plan to care for the site or develop capital works projects (e.g. access and learning)
8. Monitor and review the plan

Step 1: Decide why a plan is needed and how it will be used

Many people embark on writing a plan simply to secure a grant for a capital works project. Not only is this a waste of time and money, it misunderstands the purpose of a plan. A conservation management plan should be used to manage a site and to inform change. Therefore it is important that the plan is prepared before key decisions are taken and also that it is tailored to the needs of the site.

If you have been asked to prepare a plan, the first step is to identify the Issues that the plan can address. For example, the plan might include the information needed to develop:

- a management strategy for a building, habitat, landscape or urban park
- new work such as object conservation, repair, landscape restoration, habitat creation or treatment
- options appraisal
- new design
- maintenance
- day to day operations

You can also use a plan in negotiations with other parties, for example the local planning authority, statutory agencies, partnership funding bodies or other people who use your site.

Timing is important. The information in plan should be available as early as possible in the planning of a large project. When you begin to think about the plan you will also need to think about how it relates to the timing of any capital works project you are working on.

Step 2: Identify stakeholders

When you begin to think about a conservation management plan, you will need to identify all of the different parties who have an interest in your site or project, including:

- who should participate directly in the planning process
- who might wish to be consulted about the plan
- who you will need to keep informed.

They will include those who are directly involved in caring for the site, those who use the site, other interest groups and statutory agencies.

If you are planning a major new project, or managing a complex and important site, you will frequently have to deal with a wide variety of stakeholders from government through to neighbours. Keeping people on board will be an important part of your role. Use the planning process to do this. You might also use it to develop new audiences.

Step 3: Understand the site

The next stage is to draw together basic information about the site, including

- an overview of all the different types of heritage today
- a history of the development of the place from earliest times to the present
- how the site is managed
- how people make use of the site
- any gaps in knowledge

This information can run to several volumes, so a plan can help organise information in a way that you and others can best use it, with details in an appendix or gazetteer.

This section of the plan is important because even the most experienced site managers - including long-standing owners or national agencies - will admit that there is always much more to be learnt about a place. Knowledge may have been collected piecemeal over the years, but often with no clear strategy; other information is lost, especially when people leave. There are often gaps in our knowledge which can mean management problems further on. A manager needs to be sure that they have enough information to make decisions with confidence, especially when resources are tight and research seems like a luxury.

Against that, a plan can be overwhelmed with detail. Use the brief to think about how much information you will need to manage the site.

Maps, plans and illustrations are absolutely essential. They help us and your partners to understand the issues you are facing and can convey a great deal of complex information (e.g. change through time) easily.

Step 4: Assess significance

This lies at the heart of the process. The significance (or heritage merit) of the site should inform every decision that is made about its future, from every day management to big new developments.

This section of the plan will need to identify all of the different values for the site. Of course this will include the values which underpin any statutory designation or formal protection (e.g. listed building, wildlife designation, registration or countryside designation) but will also include:

- scientific values (wildlife, geology, ecology)
- natural or aesthetic beauty (views, artistic qualities of objects buildings spaces, designed landscapes)
- historical importance (association with people or events)
- archaeological importance (the pattern of construction, alteration and use revealed by the fabric)
- social or community values (the views of local people or other groups)
- public amenity values (who uses the site and how, access)
- educational values
- use values (the role use plays in significance)

The reason for this is that most places are significant for more than one reason. Anybody who manages such site will need to understand all of these values - not least because most management problems are the result of different values.

Although the significance of the site is reflected in any formal heritage designation, such as listing, scheduling, registration or an SSSI, most of the documents which accompany these designations will not contain enough information about the significance of a site to manage it in detail. They also may not address wider values - such as the views of neighbours or the community, or the importance of the current use of the site.

It can be useful to flag the different types of significance by distinguishing elements that are crucial to significance and cannot be lost or compromised, and those which are of lesser value. There is a danger that this becomes formulaic and unhelpful in real decision-making, so it is as important to *articulate* value - in other words to explain **why** something is significant and to whom.

Items which have little value or detract from the significance of the site should be identified, but again, explain why they are not valued.

The assessment of significance is a complex exercise which will involve you, your professional advisers and also other stakeholders. It does take time, but equally agreeing a statement of significance at an early stage in a project, can be of great help to later negotiations.

The plan should note any gaps in our knowledge which mean that significance is not adequately known. They may need to be filled through additional research.

Step 5: Explore Issues, including how significance is vulnerable

All heritage assets are vulnerable or at risk in some way, which is why they need special care. Good management depends upon understanding how and why a site is vulnerable, and using that knowledge to inform decisions. This is, in effect, the next stage of the planning process.

Lack of resources is a common reason why sites are seen to be vulnerable, with insufficient money for vital repairs or site management. But vulnerability is more complex than that. There may be resources available, but they could be allocated to other priorities; there may be conflicts between different uses on a site; compliance with safety or access legislation might be seen as potentially threatening the importance of the site.

This section of the plan should set out the issues facing the site, and how they make significance vulnerable. It will cover a wide range of issues, from condition through to ownership, use, boundaries, resources, previous management regimes, access, contents and public expectations. It should also explore competing priorities, e.g.

conservation and commercial pressures. If you can quantify the scale or nature of risks to the site (e.g. patterns of loss over time) you should try to do so.

Step 6: Set policy aims and objectives

As a manager or curator, you will want a clear set of aims and objectives for managing your organisation and the site. The plan should help do this. It will also demonstrate to your partners - including HLF but also the local planning authorities and others - that you are committed to the care of the site to the highest possible standards.

This section of the plan sets out the guiding principles you will use to care for your site. They will need to be consistent with any local, regional, national or international policies, but should also be specific to your site. They will cover everything from your vision for the site, through to finding appropriate uses, enhancing public appreciation and access, dealing with conflicts, allocating resources, retention, security and complying with statutory requirements.

The best way to set out policies is as a series of aims and objectives, tailored to your organisation and the way you manage your site. The policies may tie into more detailed commitments, such as your disaster plan or ethical principles and guidelines.

We will be looking particularly at how you will enhance learning and access whilst retaining the significance of the site. We will also expect you to provide a policy on training linked to your training plan.

Here is an example of a policy from the Whitby Abbey plan.

Aim: A co-ordinated strategy for lighting the headland will be implemented so as to enhance appreciation of the monuments but avoid an increase in light pollution.

Objectives:

- *additional lighting will be kept to a minimum or avoided if possible*
- *new footpaths should not involve additional lighting*
- *new lights should not be attached to historic buildings*
- *care will be taken in the design of replacement fixtures. A modern fixture is likely to be more appropriate than a historic one.*
- *New cabling should make use of existing cable runs and avoid archaeologically sensitive areas.*

Step 7: Implement it - use the plan to care for the site and manage change

There are two principal ways in which we will expect you to use your plan.

1. To maintain and manage a site on a day to day basis
2. To make decisions about new development or change

Management and maintenance

If you are applying to use for funding for management or maintenance, we will expect you to produce a 10 year maintenance plan under stage 2. You must use the conservation management plan to prepare this.

Capital works

If you are applying to us for capital works we will expect you to use the conservation management plan to prepare a heritage impact assessment of the new work. The next section explains how to do this.

Other Uses

Of course there are many other ways in which plans can be used.

Other organisations such as English Nature, English Heritage or Resource may also want to agree some form of management agreement or retention policy with you, perhaps as a condition of funding, registration or consent. If so, the information in your plan should provide the groundwork for the agreement. Plans for larger sites could also be adopted as supplementary planning guidance by the local planning authority, which would give them a statutory force.

Step 8 - Monitor and Review the plan

You will need to monitor the plan, to make sure that your organisation is using it to make decisions and to care for the site.

A plan will need to be reviewed within about five years. Circumstances change, as does our understanding of a site or the issues facing it. It is useful to update the plan to reflect this.

3 USING A PLAN TO DESIGN CAPITAL WORKS

If you are applying to us for capital works, we will also expect you to use the information in the plan to help design the new work. This ensures that the new work will benefit the heritage.

One of the key criteria we use in assessing every application for capital works - especially access and learning - is whether the project will benefit the heritage. We will look carefully at both the risks and benefits of what you are proposing before making a decision.

Your application for new capital works should include a heritage impact assessment setting out the heritage benefits of your scheme and how you will avoid any potential problems. The information in your plan will help you do this assessment.

Making the connection between your scheme and your plan

We recognise that you may have been thinking about a scheme for a long time, and will be anxious to get things moving.

This creates a potential problem: whilst you may want to get on with developing new ideas for your site, it is not sensible to spend money on designing proposals that could put the significance at the site at risk, and will therefore be unacceptable either to us, or to the local planning authority.

Use the impact assessment process to anticipate any possible problems which might arise and to see if there are ways of avoiding them at an early stage.

Heritage Impact Assessment

A heritage impact assessment should answer the following five questions:

1. What is the need for the new work? (through an access audit for example or a business case)
2. What are the heritage benefits of the new work? (e.g. for the asset or for the community)
3. Could your project also harm part of the asset or put the asset at risk? (Find out by taking each aspect of the new work in turn, and exploring its impact on the value of the site. The information in your plan about significance and vulnerability will help you do this)
4. Do you understand the site well enough to make an informed decision?
5. How will you avoid potential risks to the asset?

Expect to find potential problems - all new work can ***potentially*** damage the value of an historic asset, as well as bringing benefits.

Avoiding harm

When you have identified the potential risks in your project, you will need to find ways of avoiding them. Use the design process to do this. The skill in designing new work for a heritage asset involves finding ways of maximising benefits and avoiding harm.

Here are some design options which may help do this:

- consider other options for achieving the same result
- choose a different location, scale or materials for the new work
- look again at the your (or your client's) needs and how they can be met
- find out more about the asset - sometimes potential damage can be avoided simply by knowing more about the risks
- think about the technique and timing for the new work - e.g. timing repair work to avoid the presence bats

NB: If your project will have significant risks for the heritage and you cannot find ways of avoiding those risks, then your project will not benefit the heritage. We will not fund projects which harm the heritage.

A proposal for new visitor facilities will benefit visitors but could also have the potential to harm the ecology of a site. First you need to identify the potential risks to significant ecology, then check whether you have enough survey information about the species on the site. Then you can begin to explore ways of reducing the impact of the work on the ecology of the site, perhaps by finding a better location for the facilities, or by timing work to avoid sensitive breeding periods.

Further information

Even if you have a conservation management plan for your site as a whole, you may find that you need further research or investigation to design new capital works.

For example, a plan for a building might provide an overview of the building, but if you were then proposing to redecorate the interior, you might need more detailed architectural paint research. Equally, a plan might identify protected bats on the site, but a detailed bat survey might be needed to establish the behaviour and numbers of a colony before repairs to a roof were commissioned. More detailed survey can complement the overview in a plan.

Impact assessment can also throw up the need for more detailed information to help design a scheme.

There are many different types of conservation-based research, analysis and investigation which can contribute to project development for heritage assets. Examples of the most useful are:

- more detailed historical research
- measured survey of a landscape or building
- archaeological analysis of a building or landscape
- space or condition survey for collections
- habitat or species survey

- archaeological evaluation
- architectural paint research
- site, building or species monitoring
- condition assessment

We may fund this type of work as a second stage project planning or development grant. However, you will have to convince us that this work is essential to developing your project.

If you have identified the need for extra research, you will need to tell us

- what type of work is needed
- why it is critical to your project

The brief for a conservation management plan includes a section which will help you do this.

Heritage impact assessment tables

Once you have established the benefits of a project, you can use a table to identify the possible risks and how you can avoid them. You can also use the table to check whether you have all the information you need. This is a good way of presenting quite complex information in a simple fashion.

Proposed Work	Significance	Possible risks	Further information?	Avoiding risks
List the items of work you intend to do	Identify which part of the asset will be affected by the work and why it is significant?	Will the work put that significance at risk?	Will further information help you avoid risks or make a better decision?	Can the work be designed in such a way as to avoid problems?

Don't forget that the sections of your plan on understanding the site, significance, vulnerability and policies can all help with this. You could add in extra column to identify the relevant policies in your plan.

4 MAKING A PLAN HAPPEN

Tailoring the plan to the site

There can be a huge variation in the cost and in the quality of a conservation management plan. As the manager, it is up to you ensure that your plan meets your needs in the long run but also represents value for money. This will mean putting time and thought into making sure that the plan you get is right for your needs.

Conservation Statements

A full conservation plan can be quite a large undertaking, particularly for a very complex heritage asset. Sometimes it is useful to start with a more limited planning exercise - preparing a conservation statement.

A conservation statement is basically a rapid, outline version of a conservation management plan. It follows the same format, but in less detail. It is usually prepared 'in-house' on the basis of existing knowledge, perhaps with some help from a facilitator.

A statement can be used

- for a fairly small or straightforward heritage asset or where there are no major development proposals
- as a preliminary to preparing a brief for a full plan
- to anticipate issues in the early stages of developing a big project before a full plan is ready
- as a way of anticipating gaps in knowledge early in the planning process
- to bring people together early in the process

A good way of preparing a statement is to use a facilitator to work with the people who will influence the future or the running of the site. The statement should follow the structure of the conservation management plan, but is much shorter. It can be dangerous to develop major new proposals on the basis of a statement alone as it will rarely include enough information or a sufficiently broad overview of the site.

The role of a steering group

You may need to have a small group to assist with the planning process. You might also invite important stakeholders such as the local authority to attend.

The role of the steering group is to manage the process - to set it up, to commission the document, to ensure that the right people are involved, to read and comment on drafts, to check that the plan meets the organisation's needs and finally, to ensure the plan is used. The more work your organisation puts into the planning process, the more beneficial you will find it.

Commissioning a plan

A full conservation management plan will, in the majority of cases, need to be prepared by someone with experience in the field. For larger organisations, it is also generally better to commission someone from outside to draw the document together (even though much of the information must come from those who know the site).

The importance of a brief

If you are going to commission a plan, it is essential to prepare a brief. This will help you to control costs and quality. A brief should explain exactly what you need for your site and how detailed it should be.

In order to help you with commissioning a plan we have produced a model brief (Appendix X). You should be able to adapt this brief to your site and to your own requirements.

The choice of a consultant needs some thought. No one profession is uniquely qualified to prepare conservation management plans. It will depend upon the site and also the skills within the group commissioning the plan. Be sure that the person providing the advice understands your situation and requirements. For heritage sites, this is

complicated by the fact that as an owner or manager you may have many different types of heritage on your property but most consultants specialise in one area (ecologist, architect, planner, conservator).

Use the model brief to identify the skills which will be needed in the team, but you should also look for one lead consultant, who will be able to pull together complex information and who will also work closely with you.

The appointment should be based on a project design which explains exactly how the work will be done, as well as costs. Look critically at previous work done by the consultants and interview those on the shortlist. Set up the tendering process to address quality issues as part of ensuring value for money. It is always possible to do a plan cheaply but it may not provide you with what you need.

Managing a plan

Whether you are preparing a plan yourself, or commissioning it from others, the process will need to be managed to ensure key players are involved. Set up regular meetings with the steering group to review progress. Help any consultants to get access to the right people, and organise events or other means of raising awareness of the process. If you have a board of trustees or other formal management structure, ensure they understand the process and how it affects their actions. We will expect them to formally adopt the finished plan as a core management document.

Someone will need to have ownership of the plan and be responsible for implementing it in the long term.

A plan will need to be reviewed in about five years, to take into account new knowledge about the site, changing circumstances. The review is an opportunity to look back at how helpful the plan was and how effective management strategies have been.

Monitoring a plan

We will need to be sure that the plan is being used, so a system of monitoring should be set up, through perhaps annual monitoring meetings and also through building compliance into the way your organisation operates.

Publishing plans

Plans should be published in hard copy and on the web, so that stakeholders, and others are aware of the principles used to manage the site, and that there is a degree of accountability and transparency in how public money is used. It is often surprising how many people are able to make use of a plan, and many sites have found it necessary to produce many copies. You will need to provide copies for

- stakeholders who were involved in the plan
- staff or anyone who needs to use the plan
- any advisers or professionals working with you (e.g. architects, landscape designers)
- future partners, e.g. in new developments or other initiatives
- the local authority record office or sites and monuments record
- funding agencies
- statutory bodies you work with

By publishing your plan or making it available on the web, you can also help others who need also need to go through the same exercise.

It makes sense to plan for publication by

- keeping confidential information out of the main part of the plan
- having the key information in a short main volume which can be published, but leaving details in appendices
- laying out the plan well, so that it is inviting to read and use
- making provision for more copies than you think will be needed

The brief includes some hints on publication.

How much will a plan cost?

The cost of a plan will depend upon

- the size of the site and its complexity (i.e. number of different types of heritage asset)
- the amount of information already available
- whether new research or additional surveys are needed
- how much detail you need
- how much consultation is required
- the support you are able to give the consultant.

For example, if there is no condition survey for the asset, the cost of the plan may also need to include the cost of preparing one. Other surveys - for example planting surveys, mechanical and electrical surveys, metric surveys - may also need to be commissioned as part of the planning process if the information is not already available. Much of this information is essential for either managing a site or designing new work, whether or not a plan is being prepared but will increase the overall cost.

A full conservation management plan can add between £10,000 and £50,000 to the cost of the baseline surveys that would normally be needed for designing new capital works or for effective site management. A conservation statement can be a shorter - but less useful - document.

SUCCESSFUL PLANNING

A good plan can help you and benefit your site. It should mean that you understand your site better, that the people who you need to work closely with are sympathetic to the issues you face, and that you have a positive framework for making decisions.

Preparing or commissioning a plan is not different to acquiring any other type of specialist advice. It is important to manage the process well. The following pointers may help:

- ***Do it for the right reasons***

Use the process as a positive management tool. If the plan is seen as no more than a hoop to jump through for the HLF, then the process will be of limited benefit. This will be apparent from the written document, and you will have spent time or money on something which is of little long term benefit to your organisation in managing the site.

- ***Involve people***

Use the process to bring together the people who will be essential to the success of your project or management strategy. Make sure that the document includes a wide range of views. Delays and additional costs can arise if the right people are not involved early enough.

- ***Manage it***

Be prepared to take an active role in managing the planning process. Make sure that the plan you prepare or commission helps you manage the site. Manage the process, from the first discussion of the idea, through the commissioning process and finally make sure that in the long run, the plan is used.

- ***Mediate***

Use the plan to mediate. Conflicting value is a normal part of conservation, but it is often the site owner or manager who has to deal with such issues, some of which can arise from advice from different professionals

- ***Reject poor drafts***

The plan is there for you to read and use. If it is poorly presented, difficult to read, badly organised or inaccurate, it will be useless. Work closely with the consultant (or be sufficiently self-critical of your own work) to ensure that document meets your requirements and those of the site.

- ***Organise information***

Use the plan to organise information. A plan can easily be overwhelmed by the amount of information needed to care for a complex heritage site. Think carefully about how best to deliver it to the point of use. Present information in a way that people can use it - data-bases, drawings, appendices or shorter guidance notes for example.

LIST OF CONTENTS FOR A CONSERVATION MANAGEMENT PLAN

Note: This sets out what should be included in a plan. Adapt this list to your own site, and attach it to the brief you send to a consultant.

- All plans should contain this information
- This information will depend upon the heritage asset or site

Summary

A brief overview of the main conclusions of the plan.

List of contents

List of illustrations

1. Background to the plan

Introduce the document and explain:

- Reason for the plan, date of preparation
- Authorship and circumstances of the plan
- The scope of the plan and any limitations on the study
- The relationship to other relevant plans (e.g. Business Plan)
- Ownership of the plan - who is responsible for implementing it

2. Stakeholders

Explain who has been involved in the plan and why. Describe the programme of stakeholder participation and the consultation process.

3. Understanding the Site

Provide a general understanding of the site through time, as it is today. Includes current management regime. Use numbering to organise complex information, and put detailed information in an appendix. This section should be well illustrated, including a current survey plan showing existing features and facilities.

- Description of heritage assets

Use the information in the field survey/gazetteer to provide an overview of the main heritage elements of the site, including:

- ❑ the landscape including designed landscape, open spaces etc
- ❑ ecology and wildlife
- ❑ geology, soils and landform
- ❑ buildings, their interiors and fixtures
- ❑ buried archaeology
- ❑ contents/collections/archives

- Phasing

Synthesise the major phases of change through time, from earliest days to the present, including previous management regimes, previous works of conservation or repair and habitat or species accounts, based on documentary research and field study. Put each phase in its historical context and illustrate with a set of phase plans.

- Management and use

Analyse the current ownership, use and management of the site, including:

- ❑ Management structure
- ❑ Existing designations, natural and cultural
- ❑ the use of the site (e.g. leisure, education, residential)
- ❑ the relationship between the site and the local area
- ❑ community use and interest;
- ❑ visitors and tourists
- ❑ commercial activities
- ❑ services
- ❑ neighbours/neighbourhood

- Gaps

Note any gaps in knowledge, and whether they need to be filled through further in the short term or in the long term.

More detailed information should be in the gazetteer (see appendix).

4. Assessment of significance

Explains the different ways in which the asset is important.

- Note each of the designations and what this tells us about significance
- Provide a general statement of significance identifying each of the key values;
- summarise what is important about each *chronological* phase of change in the development of the site;
- summarise what is important in each different *thematic* area: history, architecture, archaeology, art-history, collections, library and archives, landscape history, ecology, geology, music, liturgy, community
- describe the values people place on the site (users, local communities tourists, employees)
- Identify features which are intrusive or detract from significance or have potential for development or change, including further access, use and enjoyment by a wider audience

Put more detailed information about the significance of particular features in the Gazetteer.

5 Management issues and vulnerability

Describe the issues facing the site and, in each case, how they could make significance vulnerable. Opportunities for enhancing the significance of the site can also be included.

- Condition
 - What condition is the asset in and what issues does this raise?
 - What was the impact of previous conservation or repair work? Are there lessons to be learnt?
- Use
 - are current uses appropriate or are there conflicts?
 - access (is the site accessible? does this create problems? is better access needed?)
 - public and community expectations

- is there a problem with vandalism or misuse? Why?
- Constraints
 - resources (what resources are available to care for the site? Is lack of resources a problem and if so why?)
 - statutory controls (what controls must be complied with and what constraints does this create?)
 - area and boundaries (are there important features outside the boundaries of the site? Are the species numbers or the habitat size viable?)
 - constraints created by leases, management agreements, planning permissions, retention policies
- Wider context
 - siting (if the subject is movable e.g. a ship or collection, what constraints or benefits arise from its current situation)
 - external factors (what external factors affect the appreciation of the asset e.g. visual intrusion, pollution, traffic)
- Knowledge - are there gaps in knowledge which might lead to damage? Are there areas where further survey is needed to assist management? Are there gaps in the skills of the site management?

6. Policy aims and objectives

Show how you will sustain or conserve the site, raise standards of care and management, find appropriate uses, work within available resources and develop potential for access and community benefit.

- Policy context (note existing legislation and statutory policies you need to comply with, as well as any other requirements or conditions)
- Vision for the site
- Philosophy of conservation
- General policies, including how you will
 - Maintain the site to prevent future deterioration

- Prioritise repair/treatment
 - Provide access access and learning
 - Design and manage any new development
 - Define appropriate uses
 - Make decisions based on appropriate information
 - Deal with potential conflicts
 - Work within available resources
 - Retain and manage collections or contents
 - Manage information and archives
 - Plan for disasters
 - Comply with other regulations (e.g. Health and Safety, Disability Access, Building regulations)
 - Secure the site
 - Involve stakeholders
 - Train staff
- Policies for particular types of heritage, e.g. archaeology, wildlife, buildings, collections, landscape, archives, technology
 - Policies for different activities on the site, e.g. access, learning, visitor management, commercial activities, events, recreation and sport, woodland or land management, staff and contractors, which show how they will benefit the heritage and avoid damage.

Whilst the policies need to be specific to the site, they should also be consistent with local and national environmental or heritage policies, and with organisational objectives.

7. Maintenance Schedule

This section of the plan should set out your maintenance schedule, including:

- your arrangements for annual inspection of the site

- a detailed schedule of items to be inspected and maintained, including immediate, annual and longer term actions
- the timing of work
- the costs and resources needed for maintenance
- who will be responsible for the work
- arrangements for keeping an ongoing maintenance log

Lay this out as a table, with details of when the work will be done and how, intended responsibilities of staff post and output targets. Topics may include the maintenance of buildings, landscapes, collections, wildlife, woodland and access.

The information in this section of the plan should be bound in a separate volume, and will not normally be published as part of the main plan. It will vary according to what you are applying for.

- **Heritage Impact Assessment for capital works**

*If you are applying to us for Stage 2 capital works in association with **access or learning**, or for **repair, restoration or new build**, you will need to provide a heritage impact assessment identifying the risks and benefits of the new scheme. Use the information in the conservation management plan to do this.*

Answer the questions in Section 3 of Conservation Management Plans - A Guide.

APPENDICES TO THE CONSERVATION MANAGEMENT PLAN

Gazetteer

List each of the main elements, buildings or character areas for the site in a separate appendix. This helps keep the main plan reasonably short, and ensures that detailed information can be found easily.

For each element, identify

- what is there now
- sources of information (e.g. ecological surveys, history etc)
- its significance
- any management issues
- specific management policies

Photograph each element and provide a map to show where it is. Keep the text in electronic format (database, word file or GIS) which can be added to as new material is available. Comply with standard UK data collection methods, e.g. NBN biological records, SMR data standards. Use common sense to identify elements - these may be rooms in a building (and contents), features of a landscape, areas of a site or individual structures. Cover the whole site.

Supporting information

*Provide copies of information which is **essential** to understanding or managing the site. Information which is readily available elsewhere can simply be listed in the bibliography.*

Background information

- previous surveys (condition surveys, ecological surveys, metric survey)
- historical illustrations or other material which helps manage the site
- previous reports or research into the site

Management data

- copies of designation documents
- extracts from local authority planning policies or economic strategies relating to the site (including heritage, regeneration, open spaces or landscape policies)
- information about existing utility services and their potential capacity
- issues which may impact on the future of the site including planning permission, development of adjoining sites, regeneration projects
- copies of any agreements or conditions the site is subject to

People

- location, extent and social mix of communities with easy access to the site, their needs and expectation
- current pattern of use of site, links and relationships to other adjoining
- heritage or recreational sites
- information about visitor figures
- current use for employment, events, recreation, education or training

Bibliography

A list of sources relating to the site and its management, including previous surveys, published and unpublished reports, documentary sources, maps. Refer to these in the text of the plan.

Note on Presentation

The final report should be presented and bound (preferably A4 format) complete with photographs, maps and illustrations. Detailed information should be bound separately. A list of contents, page and section numbers and a full list of sources at the end are essential. Sections 1-6 of the Plan should be published and widely available, ideally on the web as well as in hard copy. Please provide the HLF copy in a ring binder.

LIST OF SOURCES

There are wide range of other publications about how to manage different types of heritage assets or site. Here are some of the ones we have referred to:

Bell, N. 1999 Preparing funding applications for preservation and conservation projects. National Preservation Office Guidance, Preservation Management Series.

Cassar, M. 1998. Cost/benefits appraisals for collection care. London: Museums and Galleries Commission.

Countryside Agency, 1997. Site Management Planning: A guide. Cheltenham: Countryside Agency.

Countryside Commission, Countryside Council for Wales. 1997. National Park Management Plans Guidance. CCP 525.

Clark, K. 2001. Informed Conservation. London: English Heritage.

Clark, K. Conservation Plans in Action. London: English Heritage.

Feilden, B and Jokhileto, J. 1993. Management Guidelines for World Cultural Heritage Sites. Rome: ICCROM, UNESCO, ICOMOS.

Historic Scotland, 1993. The Memorandum of Guidance on Listed Buildings and Conservation Areas. Edinburgh.

Historic Scotland 2000. Conservation Plans - a guide to the preparation of conservation plans.

Kerr, J.S. 2000. The Conservation Plan. Sydney: The National Trust of Australia.

Museums and Galleries Commission 1998. Levels of Collection Care: a self assessment checklist for UK museums.

Society of Archivists, Preservation Policies Guidance.

Management Plans for Local Nature Reserve

Countryside Agency, English Heritage, Environment Agency, English Nature.

2001. Quality of Life Capital: managing environmental, social and economic benefits.